

AUSTRALIAN SPORTS COMMISSION

Entity Resources and Planned Performance

ASC

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Section 1: Entity Overview and Resources

1.1 STRATEGIC DIRECTION STATEMENT¹

The Australian Sports Commission's (ASC) vision is for Australia to be the world's most active sporting nation, known for its integrity, sporting success and world-leading sports industry. The ASC comprises Sport Australia and the Australian Institute of Sport (AIS).

Sport Australia plays a central leadership role across the sport sector, building collaboration, alignment and effectiveness. Sport Australia supports the development of a sustainable and efficient national sport sector that creates opportunities for all Australians to participate and excel in sport.

Sport Australia invests in a wide range of national sporting organisations, including organisations for people with disability, to champion the value of sport and encourage and help Australians of all backgrounds, ages and abilities to get involved in sport. Investments are targeted to organisations best placed to assist Sport Australia in delivering on its purpose. In addition to providing funding, Sport Australia is focused on improving the capacity and capability of sporting organisations to create an effective and cohesive national sport sector.

Sport Australia takes a whole-of-sector view, understanding the systems in which we operate, both here and overseas, and the challenges and trends impacting the operation of the sports sector. Working with our partners across the sport industry, including sporting organisations, peak bodies, the Department of Health and other Australian Government entities, business and other sectors, Sport Australia champions the value of sport across the broader community.

The AIS operates under the direction of the ASC Board, and is Australia's strategic high-performance sport agency, responsible for leading and enabling a united and collaborative high-performance system. The AIS's purpose is to build sustainable winning systems for Australian athletes, demonstrated through consistent podium success over multiple cycles, inspiring the next generation. The AIS will work to ensure the high-performance system is recognised as world-leading, prioritising wellbeing, with athletes helping to build national pride, inspiring and positively influencing the Australian community.

In 2020-21, the ASC will continue to focus on working with key partners in assisting sports to manage the postponement of the 2020 Tokyo Olympic and Paralympic Games, preparing for the 2022 Winter Olympic and Birmingham Commonwealth Games, as well as transitioning into the Paris 2024 Olympic and Paralympic Games cycle. It will also focus on exploring options for the revitalisation of the AIS Campus in Canberra in line with *Sport 2030 – National Sport Plan* goals.

The role and functions of the ASC are set out in the *Australian Sports Commission Act 1989*. The ASC is a corporate Commonwealth entity under the *Public Governance, Performance and Accountability Act 2013*.

¹ For more information about the strategic direction of the ASC, refer to the current Corporate Plan, available at: www.sportaus.gov.au/media_centre/publications

1.2 ENTITY RESOURCE STATEMENT

Table 1.1 shows the total funding from all sources available to the entity for its operations and to deliver programs and services on behalf of the Government.

The table summarises how resources will be applied by outcome (Government strategic policy objectives) and by administered (on behalf of the Government or the public) and departmental (for the entity's operations) classification.

For more detailed information on special accounts and special appropriations, please refer to *Budget Paper No. 4 – Agency Resourcing*.

Information in this table is presented on a resourcing (that is, appropriations/cash available) basis, whilst the 'Budgeted expenses by outcome' tables in Section 2 and the financial statements in Section 3 are presented on an accrual basis.

Table 1.1: ASC Resource Statement – Budget Estimates for 2020-21 as at Budget October 2020

	2019-20 Estimated actual \$'000	2020-21 Estimate \$'000
Opening balance/cash reserves at 1 July ^(a)	56,849	105,488
FUNDS FROM GOVERNMENT		
Annual appropriations		
Ordinary annual services ^(b)		
Outcome 1	388,503	322,404
Other services		
Equity injection ^(c)	-	353
Total annual appropriations	388,503	322,757
Total funds from Government	388,503	322,757
Funds from other sources		
Interest	1,872	1,217
Goods and services	19,431	12,283
Contribution from Government entities	11,085	19,100
Other	126	97
Total funds from other sources	32,514	32,697
Total net resourcing for ASC	477,866	460,942
	2019-20	2020-21
Average staffing level (number)	456	489

All figures are GST exclusive.

The ASC is not directly appropriated as it is a corporate Commonwealth entity. Appropriations are made to the Department of Health, which are then paid to the ASC and are considered 'departmental' for all purposes.

^(a) Includes cash and investments.

^(b) Appropriation Act (No. 1, 3) 2019-20, Supply Act (No. 1) 2019-20, Appropriation Act/Bill (No. 1) 2020-21 and Supply Act (No. 1) 2020-21.

^(c) Appropriation Bill (No. 2) 2020-21 and Supply Act (No. 2) 2020-21.

1.3 BUDGET MEASURES

Budget measures in Part 1 relating to the ASC are detailed in Budget Paper No. 2 and are summarised below.

Table 1.2: ASC 2020-21 Budget Measures

Program		2019-20 \$'000	2020-21 \$'000	2021-22 \$'000	2022-23 \$'000	2023-24 \$'000
Measures Since the 2020 Economic and Fiscal Update						
Building an Active Australia – implementing Sport 2030 – continuing the Sporting Schools program						
Australian Sports Commission						
Departmental payment	1.1	-	19,789	19,789	-	-
Total		-	19,789	19,789	-	-
Measures Published in 2020 Economic and Fiscal Update						
Support for High Performance Athletes						
Australian Sports Commission						
Departmental payment	1.1	-	25,300	25,300	-	-
Total		-	25,300	25,300	-	-

Section 2: Outcomes and Planned Performance

Government outcomes are the intended results, impacts or consequences of actions by the Government on the Australian community. Commonwealth programs are the primary vehicle by which Government entities achieve the intended results of their outcome statements. Entities are required to identify the programs that contribute to Government outcomes over the Budget and forward years.

Each outcome is described within this section, together with its related programs. The following provides detailed information on expenses for each outcome and program, further broken down by funding source.

Note:

Performance reporting requirements in the Portfolio Budget Statements are part of the Commonwealth performance framework established by the *Public Governance, Performance and Accountability Act 2013*. It is anticipated that the performance criteria described in Portfolio Budget Statements will be read with broader information provided in an entity's Corporate Plans and Annual Performance Statements – included in Annual Reports – to provide an entity's complete performance story.

The most recent Corporate Plan and Annual Performance Statements for ASC can be found at: www.sportaus.gov.au/media_centre/publications

2.1 BUDGETED EXPENSES AND PERFORMANCE

Outcome 1

Increased participation in organised sport and continued international sporting success including through leadership and development of a cohesive and effective sports sector, provision of targeted financial support, and the operation of the Australian Institute of Sport

Program Contributing to Outcome 1

Program 1.1: Australian Sports Commission

ASC

Linked Programs

Other Commonwealth entities that contribute to Outcome 1
Department of Health (Health) Program 3.1: Sport and Recreation Health aims to increase participation in sport and recreation activities, support major international sporting events and improve water and snow safety.
Department of the Prime Minister and Cabinet (PM&C) Program 1.1: Prime Minister and Cabinet PM&C contributes to improving the diversity of sporting organisations by working to increase female representation in sport leadership roles.
Sport Integrity Australia² Program 1.1: Sport Integrity Sport Integrity Australia plays a central role in protecting the integrity of sport, through targeting match-fixing, doping in sport and other forms of corruption. The ASC works collaboratively with Sport Integrity Australia to protect Australian sport from integrity threats, including the protection of children and other vulnerable sport participants.

Budgeted Expenses for the ASC

Table 2.1.1 shows how much the entity intends to spend (on an accrual basis) on achieving the outcome, broken down by program, as well as by administered and departmental funding sources.

Table 2.1.1: Budgeted Expenses for the ASC

	2019-20 Estimated actual \$'000	2020-21 Budget \$'000	2021-22 Forward estimate \$'000	2022-23 Forward estimate \$'000	2023-24 Forward estimate \$'000
Program 1.1: Australian Sports Commission					
Revenue from Government					
Ordinary annual services ^(a)	342,963	322,404	270,962	216,964	215,780
Revenues from independent sources	30,198	30,619	21,193	21,176	20,794
Expenses not requiring appropriation in the Budget year ^(b)	7,891	30,914	8,979	8,967	8,925
Total for Program 1.1	381,052	383,937	301,134	247,107	245,499
Total expenses for Outcome 1	381,052	383,937	301,134	247,107	245,499
Average staffing level (number)					
	456	489			

^(a) Appropriation Bill (No. 1, 3) 2019-20, Supply Act (No.1) 2019-20, Appropriation Bill/Act (No. 1) 2020-21 and Supply Act (No. 1) 2020-21.

^(b) Expenses not requiring appropriation in the Budget year mainly consist of unfunded depreciation and amortisation expenses.

² Refer to the Sport Integrity Australia chapter in these Portfolio Budget Statements for further information on the work of this entity.

Planned Performance for the ASC

Table 2.1.2 details the performance criteria for the program associated with Outcome 1. It also summarises how the program is delivered and where 2020-21 Budget measures have materially changed the program.

Table 2.1.2: Performance Criteria for the ASC

Outcome 1		
Increased participation in organised sport and continued international sporting success including through leadership and development of a cohesive and effective sports sector, provision of targeted financial support, and the operation of the Australian Institute of Sport.		
Program Objective – Program 1.1: Australian Sports Commission		
Through Sport Australia, the ASC is focused on getting more Australians to move more often through sport, physical activity and building the capability of sports to create a robust, connected industry. The Australian Institute of Sport will strive to deliver national pride and inspiration through international sporting success. The ASC will lead a unified, sustainable sport sector with the capability and capacity to maximise outcomes for the broader Australian community.		
Delivery		
- Leading and enabling a united and collaborative, high-performance system that supports Australian athletes to consistently win medals at major international events. - Our high-performance system will be recognised as world-leading, prioritising wellbeing, with athletes positively influencing the Australian community. - Drive greater engagement and participation in sport across Australia. - Lead a sustainable and efficient Australian sports sector. - Driving a leaner and more efficient organisation and building a strong workforce culture.		
Performance Criteria		
Percentage of high-performance funded sports rated by the Australian Sports Commission as achieving their benchmark events targets.		
2019-20 Result	2020-21 Target	2021-22 (& beyond) Target
77% of high-performance funded national sporting organisations have met their benchmark events targets. ³	On average, 85% of high-performance funded national sporting organisations' benchmark event targets are achieved.	As per 2020-21.

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³ Due to impacts of the COVID-19 pandemic, high-performance programs were suspended or significantly modified. There has been no change in benchmark event results since March 2020 due to the cancellation of international competitions across all sports.

Increase in sport and physical activity levels by Australian children aged 5–14 years.		
2019-20 Result	2020-21 Target	2021-22 (& beyond) Target
29.3% of children in Australia aged 5–14 years participated in at least 3.2 hours per week of organised physical activity outside of school hours.	31% of children in Australia aged 5–14 years participate in at least 3.2 hours per week of organised physical activity outside of school hours. ⁴ 1,700,000 participant attendances in the Sporting Schools Program.	32% of children in Australia aged 5–14 years participate in at least 3.2 hours per week of organised physical activity outside of school hours.
An increase in Australians participating in sport and physical activity.		
2019-20 Result	2020-21 Target	2021-22 (& beyond) Target
AusPlay data reported an increase of 406,531 (equates to a 1.4 percentage point increase on 2018-19 results) Australians aged 15 years or older meeting the physical activity guidelines ⁵ for their age group.	A one percentage point increase in Australians aged 15 or older meeting the physical activity guidelines ⁶ for their age group ⁷ .	As per 2020-21.
Improving the organisational capability of targeted national sporting organisations (NSOs).		
2019-20 Result	2020-21 Target	2021-22 (& beyond) Target
Two sports have transitioned to a whole-of-sport business model, incorporating the operating streams of strategy, workforce and financial management. A further six sports have transitioned to a whole-of-sport business model for at least one of the operating streams and are actively working towards a whole-of-sport business model for the remaining streams.	Eight sports in total operate under a whole-of-sport business model, incorporating the operating streams of: strategy, workforce, and financial management.	An additional four NSOs transition to a whole-of-sport business model, incorporating the operating streams of strategy, workforce and financial management, resulting in the transition of 12 NSOs in total.
Material changes to Program 1.1 resulting from the following measures:		
There are no material changes to Program 1.1 resulting from measures.		
Purpose		
The ASC will contribute to improving the health and well-being of Australians and making communities stronger through sport and physical activity.		

⁴ Analysis of historical data for 2017 to 2019 indicates that participation rates as a percentage of population have been stable at around 28-29% and that the 35% target for 2020-21 included in the *2019-20 Health Portfolio Budget Statements* was an overly ambitious target. 31% still represents a stretch target and a one per cent increase also aligns with the target for adults in the *Sport 2030 – National Sport Plan*.

⁵ Using the *Australian Physical Activity and Sedentary Behaviour Guideline* developed by the Department of Health.

⁶ Ibid.

⁷ The 2019-20 target was 35.5% of Australians aged 15 or older meeting the physical activity guidelines for their age group. The 2020-21 target is 36.5% of the target population meeting the physical activity guidelines for their age group.

Section 3: Budgeted Financial Statements

Section 3 presents budgeted financial statements which provide a comprehensive snapshot of entity finances for the 2020-21 Budget year, including the impact of Budget measures and resourcing on financial statements.

3.1 BUDGETED FINANCIAL STATEMENTS

3.1.1 Differences Between Entity Resourcing and Financial Statements

The Entity Resource Statement provides a consolidated view of all the resources available in 2020-21. This includes operating appropriations, funds from other sources, and cash and investments to cover payables and provisions on the balance sheet. Operating appropriation is shown as Revenue from Government in the comprehensive income statement.

3.1.2 Explanatory Notes and Analysis of Budgeted Financial Statements

Budgeted Comprehensive Income Statement

The ASC is budgeting for an operating loss of \$30.9 million in 2020-21 due mainly to the impact COVID-19 has had both on the ASC's operations and in delaying grant payments initially planned to occur in 2019-20. The budgeted operating loss over the forward estimates of \$9.0 million relates to unfunded depreciation.

Total revenue for 2020-21 is budgeted at \$353.0 million, a decrease of \$65.7 million from the 2019-20 actual results, mainly due the terminating measures including the Community Sport Infrastructure Grant program.

Grants in 2020-21 are budgeted at \$253.8 million, an increase of \$1.0 million from the 2019-20 actual result, reflecting grant payments delayed from 2019-20 into 2020-21, offset in part by terminating measures.

Employee expenses of \$60.7 million support an Average Staffing Level (ASL) of 489 in 2020-21. For 2019-20 the ASC had an actual ASL of 456 which included the impact COVID-19 and the bushfires had on the casual workforce.

Budgeted Departmental Balance Sheet

Total assets for 2020-21 are estimated to be \$294.2 million, comprising \$79.1 million in financial assets and \$215.1 million in non-financial assets. Total liabilities for 2020-21 are estimated to be \$22.5 million, with the primary liabilities being accrued employee entitlements, which total \$13.1 million.

Total equity is forecast to be \$271.7 million at 30 June 2021. The reduction in equity over the forward estimates reflects the impact of the unfunded operating loss for increased depreciation expense arising from the revaluation of assets.

3.2 BUDGETED FINANCIAL STATEMENTS TABLES

Table 3.1: Comprehensive Income Statement (showing net cost of services) for the period ended 30 June

	2019-20 Estimated actual \$'000	2020-21 Budget \$'000	2021-22 Forward estimate \$'000	2022-23 Forward estimate \$'000	2023-24 Forward estimate \$'000
EXPENSES					
Employee benefits	59,010	60,729	61,995	59,534	61,320
Suppliers	42,807	44,137	36,029	35,259	33,029
Grants	252,824	253,781	178,104	127,626	126,663
Depreciation and amortisation	24,088	25,220	24,944	24,634	24,441
Interest on RoU	81	70	62	54	46
Other expenses	162	-	-	-	-
Write-down and impairment of assets	1,863	-	-	-	-
Loss on sale of assets	217	-	-	-	-
Total expenses	381,052	383,937	301,134	247,107	245,499
LESS:					
OWN-SOURCE INCOME					
Revenue					
Sale of goods and rendering of services	15,036	9,983	20,093	20,093	20,093
Contributions from Government entities	11,085	19,100	-	-	-
Interest	1,744	1,236	1,100	1,083	701
Other revenue	2,333	300	-	-	-
Total revenue	30,198	30,619	21,193	21,176	20,794
Total own-sourced income	30,198	30,619	21,193	21,176	20,794
Net cost of (contribution by) services	350,854	353,318	279,941	225,931	224,705
Revenue from Government	388,503	322,404	270,962	216,964	215,780
Surplus (deficit) attributable to the Australian Government	37,649	(30,914)	(8,979)	(8,967)	(8,925)
OTHER COMPREHENSIVE INCOME					
Changes in asset revaluation reserves	(850)	-	-	-	-
Total other comprehensive income (loss)	(850)	-	-	-	-
Total comprehensive income (loss) attributable to the Australian Government	36,799	(30,914)	(8,979)	(8,967)	(8,925)

Table 3.1: Comprehensive Income Statement (showing net cost of services) for the period ended 30 June (continued)**Note: Reconciliation of comprehensive income attributable to the entity**

	2019-20 \$'000	2020-21 \$'000	2021-22 \$'000	2022-23 \$'000	2023-24 \$'000
Total comprehensive income (loss) attributable to the Australian Government	36,799	(30,914)	(8,979)	(8,967)	(8,925)
plus depreciation and amortisation expenses for RoU	987	950	683	675	632
less lease principal repayments	(1,485)	(941)	(662)	(666)	(665)
Total comprehensive income (loss) attributable to the agency	36,301	(30,905)	(8,958)	(8,958)	(8,958)

RoU = Right-of-Use asset

Table 3.2: Budgeted Departmental Balance Sheet (as at 30 June)

	2019-20 Estimated actual \$'000	2020-21 Budget \$'000	2021-22 Forward estimate \$'000	2022-23 Forward estimate \$'000	2023-24 Forward estimate \$'000
ASSETS					
Financial assets					
Cash and cash equivalents	10,488	10,648	10,685	11,085	9,396
Trade and other receivables	6,230	4,942	4,942	4,942	4,942
Loans	532	454	376	194	30
Investments	95,000	63,078	65,078	58,078	18,078
Total financial assets	112,250	79,122	81,081	74,299	32,446
Non-financial assets					
Land and buildings	197,794	197,783	185,531	180,195	207,789
Property, plant and equipment	10,240	10,139	10,433	10,273	13,381
Intangibles	4,434	4,913	5,392	8,162	9,851
Inventories	561	561	561	561	561
Other non-financial assets	1,687	1,687	1,687	1,687	1,687
Total non-financial assets	214,716	215,083	203,604	200,878	233,269
Total assets	326,966	294,205	284,685	275,177	265,715
LIABILITIES					
Payables					
Suppliers	2,315	2,315	2,315	2,315	2,315
Grants	1,288	-	-	-	-
Other payables	1,475	1,475	1,475	1,475	1,475
Total payables	5,078	3,790	3,790	3,790	3,790
Interest bearing liabilities					
Leases	6,500	5,559	4,897	4,231	3,566
Total interest bearing liabilities	6,500	5,559	4,897	4,231	3,566
Provisions					
Employees	13,025	13,143	13,264	13,389	13,517
Other provisions	89	-	-	-	-
Total provisions	13,114	13,143	13,264	13,389	13,517
Total liabilities	24,692	22,492	21,951	21,410	20,873
Net assets	302,274	271,713	262,734	253,767	244,842
EQUITY					
Contributed equity	152,135	152,488	152,488	152,488	152,488
Reserves	209,799	209,799	209,799	209,799	209,799
Retained surpluses (accumulated deficits)	(59,660)	(90,574)	(99,553)	(108,520)	(117,445)
Total equity	302,274	271,713	262,734	253,767	244,842

Table 3.3: Departmental Statement of Changes in Equity – Summary of Movement (Budget year 2020-21)

	Retained earnings (accumulated deficit) \$'000	Asset revaluation reserve \$'000	Contributed equity/ capital \$'000	Total equity \$'000
Opening balance as at 1 July 2020				
Balance carried forward from previous period	(59,660)	209,799	152,135	302,274
Surplus (deficit) for the period	(30,914)	-	-	(30,914)
Appropriation (equity injection)	-	-	353	353
Estimated closing balance as at 30 June 2021	(90,574)	209,799	152,488	271,713

Table 3.4: Budgeted Departmental Statement of Cash Flows (for the period ended 30 June)

	2019-20 Estimated actual \$'000	2020-21 Budget \$'000	2021-22 Forward estimate \$'000	2022-23 Forward estimate \$'000	2023-24 Forward estimate \$'000
OPERATING ACTIVITIES					
Cash received					
Goods and services	19,431	12,283	22,093	22,093	22,093
Receipts from Government	388,503	322,404	270,962	216,964	215,780
Contribution from Government entities	11,085	19,100	-	-	-
Interest	1,872	1,217	1,087	1,083	701
Net GST received	26,738	21,288	20,000	20,000	20,000
Total cash received	447,629	376,292	314,142	260,140	258,574
Cash used					
Employees	59,170	60,611	61,874	59,409	61,192
Suppliers	48,528	46,137	38,029	37,259	35,029
Grants	280,510	275,069	198,104	147,626	146,663
Interest payments on lease liability	81	70	62	54	46
Total cash used	388,289	381,887	298,069	244,348	242,930
Net cash from (or used by) operating activities	59,340	(5,595)	16,073	15,792	15,644
INVESTING ACTIVITIES					
Cash received					
Repayment of loans and interest	78	97	91	182	164
Proceeds from sales of non-financial assets	48	-	-	-	-
Total cash received	126	97	91	182	164
Cash used					
Purchase of property, plant and equipment and intangibles	9,342	25,676	13,465	21,908	56,832
Total cash used	9,342	25,676	13,465	21,908	56,832
Net cash from (or used by) investing activities	(9,216)	(25,579)	(13,374)	(21,726)	(56,668)
FINANCING ACTIVITIES					
Cash received					
Contributed equity	-	353	-	-	-
Total cash received	-	353	-	-	-
Cash used					
Lease principal repayments	1,485	941	662	666	665
Total cash used	1,485	941	662	666	665
Net cash from (or used by) financing activities	(1,485)	(588)	(662)	(666)	(665)
Net increase (or decrease) in cash held	48,639	(31,762)	2,037	(6,600)	(41,689)
Cash and cash equivalents at the beginning of the reporting period	56,849	105,488	73,726	75,763	69,163
Cash and cash equivalents at the end of the reporting period	105,488	73,726	75,763	69,163	27,474

Table 3.5: Departmental Capital Budget Statement (for the period ended 30 June)

	2019-20 Estimated actual \$'000	2020-21 Budget \$'000	2021-22 Forward estimate \$'000	2022-23 Forward estimate \$'000	2023-24 Forward estimate \$'000
CAPITAL APPROPRIATIONS					
Equity injections - Bill 2	-	353	-	-	-
Total capital appropriations	-	353	-	-	-
Total new capital appropriations represented by:					
Purchase of non-financial assets	-	353	-	-	-
Total items	-	353	-	-	-
PURCHASE OF NON-FINANCIAL ASSETS					
Funded by capital appropriations - equity injection ^(a)	-	353	-	-	-
Funded internally from departmental resources	32,270	25,234	13,465	21,908	56,832
Total acquisitions of non-financial assets	32,270	25,587	13,465	21,908	56,832
RECONCILIATION OF CASH USED TO ACQUIRE ASSETS TO ASSET MOVEMENT TABLE					
Total purchases	9,342	25,676	13,465	21,908	56,832
Total cash used to acquire assets	9,342	25,676	13,465	21,908	56,832

^(a) Includes both current Bill 2 and prior Act 2, 4, 6 appropriations.

Table 3.6: Statement of Asset Movements (Budget year 2020-21)

	Land	Buildings	Property, Intangibles plant and equipment		Total
	\$'000	\$'000	\$'000	\$'000	\$'000
As at 1 July 2020					
Gross book value	12,030	578,682	27,243	14,586	632,541
Gross book value - RoU	-	7,311	46	-	7,357
Accumulated depreciation/ amortisation and impairment	-	(399,348)	(17,021)	(10,152)	(426,521)
Accumulated depreciation/ amortisation and impairment - RoU	-	(881)	(28)	-	(909)
Opening net book balance	12,030	185,764	10,240	4,434	212,468
CAPITAL ASSET ADDITIONS					
Estimated expenditure on new or replacement assets					
By purchase - appropriation equity	-	-	-	353	353
By purchase - appropriation ordinary annual services	-	-	-	-	-
By purchase - internal resources	-	20,002	3,585	1,647	25,234
By purchase - RoU	-	-	-	-	-
Total additions	-	20,002	3,585	2,000	25,587
Other movements					
Depreciation/ amortisation expense	-	(19,063)	(3,686)	(1,521)	(24,270)
Depreciation/amortisation expense - RoU	-	(950)	-	-	(950)
Total other movements	-	(20,013)	(3,686)	(1,521)	(25,220)
As at 30 June 2021					
Gross book value	12,030	598,684	30,828	16,586	658,128
Gross book value - RoU	-	7,311	46	-	7,357
Accumulated depreciation/ amortisation and impairment	-	(418,411)	(20,707)	(11,673)	(450,791)
Accumulated depreciation/ amortisation and impairment - RoU	-	(1,831)	(28)	-	(1,859)
Closing net book balance	12,030	185,753	10,139	4,913	212,835